Organization of Strategic Plan

Form 1: Cover Sheet								
(Please place this as the top page	for your application)							
County: Converse								
Name and title of primary contact:: Jane Osborne, County PF Coordinator	Phone: (307) 358-2940							
Email (required): josborne@ccsd1.k12.wy.us	Fax: (307) 358-2737							
Mailing Address: 1701 Hamilton St. City: Dougla	zip: 82633							
Shipping Address (if different):								
Total Funding Request for First Year Implementa	ation: \$73,958							
Name, organization, address, phone, fax, email & Lead Agency authorized to sign contracts. Solutions For Life Peggy Wiley 1841 Madora Ave Douglas, WY 82633 Phone: (307) 358-2846 Fax:: (307) 358-5329 PWiley@wysfl.com	tax identification number for the							
Certification: I certify to the best of my knowled this community strategic plan is correct. I certify Council and/or Coalition was involved in the dev strategic plan. I have been authorized by the agent the development of this Strategic Plan. Signature of Primary Contact	that the Community Advisory relopment of this community							
Signature of Fiscal Agent	Date							

Wyoming's Strategic Prevention Framework State Incentive Grant

Converse County
Strategic Planning Workbook

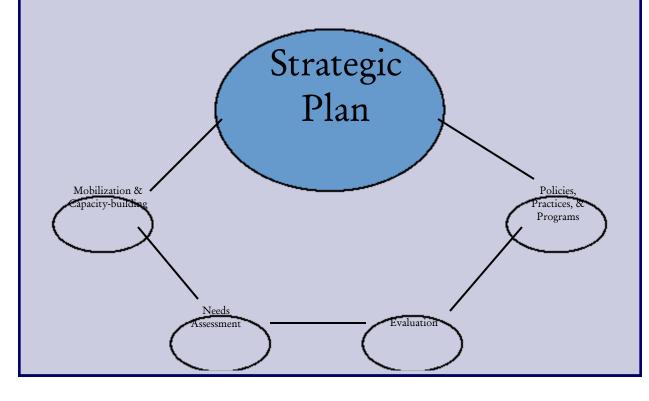


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Contacts for Questions or Help

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Workbook is Also Available Online: http://spfsig.preved.org/news.php

Strategic Planning Contributors

List the names of people in your community, the organizations they represent, and the contributions they made to the development of the strategic plan in Table 1 below.

Table 1. Strategic Planning Contributors

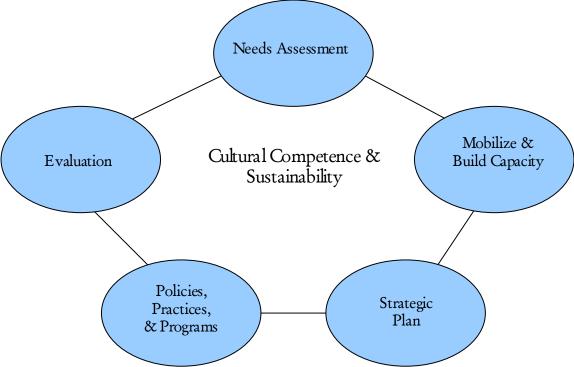
Name		Contribution
	Organization	
Officer Rick Dutcher	Douglas Police Department	School-based social norm
Officer George Meyer		marketing program
Chief Lori Emmert		
Peggy Wiley	Solutions For Life	Provision of Evaluator for Drug
		Court
Sean Phillips	HRC – CAC members	Strategic planning
Bob Shinmori	Tobacco Prevention	
	Prevention Block Grant	
Amy Butler	Glenrock Prevention Coalition	Strategic planning, application
		reviewer
HRC - Douglas	CAC members	Strategic planning
Troy Lake		
Marge Wilson		
Karen Hopkins		
Sharon Kilmer		
Annette Hilyard		
Gayle Ulibarri		
Elaine Crummer		
Larry Crummer		
Elizabeth Robertson		
Teri Griffin		
Rick Geringer		
Linda Alley		
Helga Bull	Chamber of Commerce	Chamber Luncheons – Drug-
		free Workforce Trainings
HRC – Glenrock	CAC Members	Review strategic plan
Pat Reiter		
Cindy Hale		
Mary Alice Hand		
Barb Davis		
Melanie Collins		
Jodie Palmer		
Linda Epperly		

Introduction

Wyoming received the Strategic Prevention Framework State Incentive Grant (Prevention Framework) from the Federal Substance Abuse Mental Health Services Administration (SAMSHA) on September 30, 2004, along with 20 other states and territories.

The purpose of the project is to implement the five components of the SPF planning model at both state and community levels in Wyoming. The following diagram details this process (Center for Substance Abuse Prevention, 2005).

Figure 1. Five Steps of the Strategic Prevention Framework Process



At the state level, Wyoming has completed the needs assessment and funding allocation plan. Mobilization and capacity building take place throughout the project. Wyoming's needs assessment identified the targeted problem as the misuse of alcohol and its consequences, and Wyoming's allocation strategy funds all 23 counties and the Wind River Reservation as Prevention Framework (PF) community grantees.

Outcome-Based Prevention

The foundation of the PF process is the outcome-based prevention model (Lowther & Birckmayer, 2006).

Figure 2. PF Needs Assessment Logic Model



In this model a community details its substance-related consumption and consequence data, researches the causal areas that may impact these problems, and chooses evidence-based policies, practices, and programs to address the identified causal areas.

Purpose

The purpose of this workbook is to help PF funded communities go through the outcome-based prevention model. The current task is to develop a strategic plan. This means that grantees, and the community partnerships, must successfully select and implement evidence-based interventions. This workbook lays out the organizational structure of the Strategic Plan that is to be developed by each community. To be effective, you should not complete this workbook alone. Instead, you and your Community Advisory Council (CAC) should work together to complete this task.

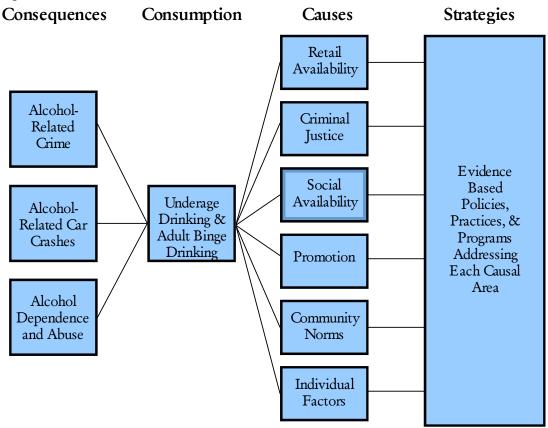
Keep in mind that Wyoming has already identified the targeted need for this project—the misuse of alcohol.

"Misuse of alcohol" means that:

- 1. The primary target for the PF is underage drinking, and adult binge drinking. Underage drinking refers to any use of alcohol by anyone under the age of 21, while adult binge drinking refers to those 18 years and older who have five of more drinks on any one occasion.
- 2. The secondary target for the PF is the most significant consequences of the misuse of alcohol in Wyoming: alcohol-related crime, alcohol-related motor vehicle crashes, and alcohol dependence and abuse.

Workbook Organization

Figure 3. Outcome-Based Prevention Model



Developing a comprehensive strategic plan at the community level requires a vision for organizing specific prevention programs, policies, and practices to address substance abuse problems locally. A well-developed strategic plan will increase the likeliness of a strategy being implemented effectively.

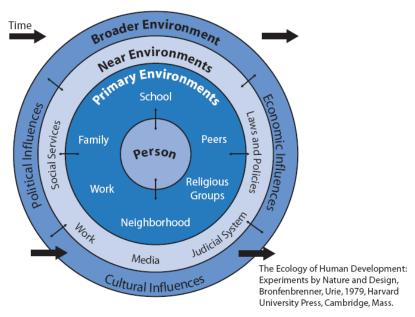
The deadline for submitting your Community Strategic Plan is August 31, 2007. Two copies of the Community Strategic Plan should be submitted, one by mail and one electronically to:

Lisa Laake, MPH, CHES
Wyoming Mental Health and Substance Abuse Services Division
6101 Yellowstone Road, Suite 220
Cheyenne, WY 82002
llaake@state.wy.us
(307) 777-3352

Human Environmental Framework

Figure 4 illustrates the Human Environmental Framework, which shows that interventions can start in many different areas and will affect more than one environment. Strategies that focus on multiple factors and conditions will contribute to a more comprehensive prevention plan.

Figure 4. Human Environmental Framework



This figure depicts social environments or spheres of influence in concentric circles that flare outward, moving progressively away from direct influence on the individual toward increasingly indirect influence, and advancing over time. A comprehensive intervention plan should identify a mix or layering of interventions that target salient risk and protective factors in multiple contexts across the life span.

Evidence-based Prevention

States are required to follow certain guidelines in the policies, practices, and programs it selects in the Prevention Framework project. Every strategy implemented by the Prevention Framework must be evidence-based. This means that 100% of all strategies must be evidence-based.

Under the Prevention Framework project, evidence-based is defined as follows:

- 1. Inclusion in a Federal List or Registry of evidence-based interventions;
- 2. Being reported (with positive effects) in a peer-reviewed journal; OR
- 3. Documentation of effectiveness based on the following three guidelines:
 - The intervention is based on solid theory or theoretical perspective that has been validated by research;
 - The intervention is supported by a documented body of knowledge a converging of empirical evidence of effectiveness – generated from similar or related interventions tat indicate effectiveness; AND
 - The intervention is judged by a consensus among informed experts to be effective based on a combination of theory, research and practice experience. "Informed experts" may include key community prevention leaders, and elders or respected leaders within indigenous cultures.

Finding Strategies

The following is list of websites that may be used to find evidence-based strategies. This is not an all-inclusive list and may also include strategies that would not be relevant for your community:

- National Registry of Evidence-based Programs and Practices: http://www.nrepp.samhsa.gov/
- Office of Juvenile Justice and Delinquency Prevention: http://www.dsgonline.com/mpg2.5/mpg index.htm
- CSAP's Centers for the Application of Prevention Technologies (CASAT): http://casat.unr.edu/bestpractices/search.php
- Alcohol Policy Information System: http://www.alcoholpolicy.niaaa.nih.gov/index.asp?SEC={B4296FE1-6F35-4175-B85D-17D5A53EE062}&Type=NONE
- Leadership to Keep Children Alcohol Free: http://www.alcoholfreechildren.org/en/prevention/pubs.cfm
- National Highway Traffic Safety Administration (NHTSA):

http://www.nhtsa.dot.gov/portal/site/nhtsa/menuitem.3d62007aac5298598fcb 6010dba046a0/

Every participant has received a CD containing research articles and other publications that may be useful in developing your strategic plan.

Evidence-based Environmental Strategies

The following is a list of just a few of the evidence-based environmental strategies:

- Responsible beverage service
- Alcohol compliance checks
- Happy hour restrictions
- Reducing alcohol outlet density
- Limiting hours/days of retail sales
- Sobriety and traffic safety checkpoints
- Graduated drivers' license laws
- Social host laws
- Keg registration
- Restricting alcohol sales at public events
- Increasing taxes on sales of alcohol
- Dram shop liability

Choosing the Right Strategy for your Community

There are many factors to consider prior to choosing your strategies. Not all strategies will be effective in all communities.

All strategies must be based on data collected around each of the causal areas during your Needs Assessment. Please review your Needs Assessment Workbook.

One factor to consider is whether or not there is community support for the strategy. If the community does not support the strategy, it is unlikely that the strategy would bring about positive change if implemented.

It is also important to look at what laws are already in place and what laws may prevent certain strategies from being implemented. For example, sobriety checkpoints, shown to be evidence-based, are unlawful in Wyoming (Statute 7-17-101). For this reason, it would not make sense for a community to focus on this strategy.

Another factor to consider is which strategies show the greatest likelihood of showing positive results. There are many great strategies out there, but it is important to look at what the effect would be on the community as a whole.

Logic Model

Logic Model

The Centers for Disease Control and Prevention defines logic model as "a systematic and visual way to present the perceived relationships among the resources you have to operate the program, the activities you plan to do, and the changes or results you hope to achieve" (www.cdc.gov/tobacco/evaluation_manual/glossary.html).

The logic model found on page 11 should be completed by all communities as part of the Strategic Plan. It is important that you work with your coalition when developing this logic model. All communities will have an opportunity to practice developing a logic model.

Community Logic Model

What are the consequence and consumption areas you are going to focus on (from Needs Assessment)? Include your goals and objectives.	What are the causal areas you are going to focus on (review your answer to Question 40 from the Needs Assessment)?	What evidence- based strategies are you going to use for each causal area?	What activities are going to take place in Year 1 (October 2007 - September 2008)?	What activities are going to take place in Year 2 (October 2008 - September 2009)?	What are you going to do to evaluate your strategies?
Alcohol -related crime Reduce recidivism Alcohol Abuse and Dependence Increase number of residents entering treatment for alcohol related problems	Community Norms Social Availability Individual Factors Retail Availability Criminal Justice	Drug Court Community Norms Individual Factors Criminal Justice Responsible Beverage Service Training Retail Availability Social Availability	1. Establish court, probation, evaluation & referral protocols. 2. Completion of drug court program by defendants 1. Identify trainers 2. Complete RBST in at least two establishments that serve alcohol.	Completion of drug court program by defendants Complete RBST in at least five establishments that serve alcohol.	The coalition agrees to work closely with WYSAC in developing evaluation methods for our county.
Underage alcohol consumption Reduce underage alcohol consumption		Workforce Drug- Free Policy Trainings Community	1. Host two educational trainings for county businesses on policies, employee drug testing.	1. Host two educational trainings for county businesses on supervisor training, employee education, &	

Adult Binge/Heavy Drinking	Norms Individual Factors		employee assistance programs.	
Reduce adult binge/heavy drinking	School-based Social Marketing Campaign Community	 Identify student marketing team. Identify and complete one social marketing strategy. 	1. Identify and complete on social marketing strategy.	
	Norms Individual Factors Wellderly Program Community Norms Individual Factors	 Complete two peer orientations Complete two awareness activities Provide interventions or referrals as needed 	1. Complete two awareness activities 2. Provide interventions or referrals as needed	
	Coalition Building All Factors Capacity Building	 Increase council membership Offer trainingsto build capacity Maintain website Collect and maintain local data Provide community awareness and education resources 	 Increase council membership Offer trainingsto build capacity Maintain website Collect and maintain local data Provide community awareness and education resources 	

Form 2: Geographic Setting/Community Characteristics Limit 2 pages

Describe the geographic setting of the community.

- What are the geographic boundaries?
 Converse County is located in the east-central part of Wyoming on the I-25 interstate corridor. Geographically Converse County resembles a large square bordered by the town of Glenrock to the west, Bill to the North, Shawnee to the east and Esterbrook to the south, with Douglas located in the center. Converse county has a diverse geography from the northern grasslands to the Medicine Bow national forest in the south with the North Platte river running throughout the lower half of the county.
- What are the socio-economic issues relevant to the community? Originally the county's socio-economic base was predominantly centered around ranching and farming. With the discovery of rich oil and coal reserves that base has broadened to an energy driven economy subject to several boom and bust cycles within the past 20 years. As the local economy booms, the impact on local services grows, stretching local resources. The small community of Bill is currently being impacted by the railroad with a large hotel under construction. Other than a small local store, Bill has no infrastructure to accommodate an influx of workers. This is very typical of Converse county's boom and bust history.

However over the past twenty years the business community has expanded. Two school districts in the county, a full service hospital, coal mining, the Glenrock power plant, the railroad and related industry, and city and county governments now serve to stabilize the economy and help buffer the impact.

• What are the characteristics of the community? Converse county has seven unique "communities": Douglas, Glenrock, Rolling Hills, Bill, Orin, Shawnee and Esterbrook. The smaller communities are characteristically close knit with Douglas and Glenrock less so due to the larger population in these municipalities. However, the characteristics common to these seven communities is the sense of independence and the desire to live in the "wide open spaces". Literally there are only 2.8 persons per square mile in Converse. Typically law-abiding, the folks of Converse county cherish their independence and oppose being "regulated".

Converse has doubled its' population since 1970 from 6,200 to an estimated 12,866. Since 2002, there has been a consistent population growth especially in Douglas and Bill with the schools now feeling the impact requiring additional buildings and plans to build additional schools.

Converse county residents are 97.8 % Caucasian, 4.6% Hispanic, .9% Native American, .3% Asian and .1% African American. Fifty percent are female.

Youth, 21 and under, equal 27.6% of the county population and the over 65 age group at 12.2%. Eighty-six percent of county residents are high school graduates and 14.7% have a college bachelor's or higher degree. The median household income is \$46,883 however, 13% of children under age 18 live in poverty and 14% are uninsured.

• Describe the target population you will be focusing on.

Converse County youth represent nearly 30% of the county population and will be targeted for a social norms strategy and drug court strategies due to their reported binge drinking, 30 day use and driving while intoxicated.

Adults over age 18 will be targeted with the drug court, community awareness, and environmental strategies due to the reported heavy drinking and medical/ER consequences they are experiencing.

The elderly population will be targeted with the Wellderly strategy due to the medical consequences they are experiencing.

Retail liquor vendors who serve alcohol will be targeted with the Responsible Beverage Service strategy.

All county businesses and agencies and subsequent employees will be targeted with the Workforce Drug-Free Policy trainings.

Form 3: Coalition Involvement Limit 2 pages

Describe the coalition and its involvement in the implementation of the strategies.

The Converse County Human Resource Council has completed community wide needs assessments and currently sponsors community projects and organizes the yearly community health fair. Human Resource Council membership consists of school personnel, law enforcement, mental health and prevention specialists, public health staff, domestic violence coalition representatives, early childhood educators, public library staff, senior center personnel, adults with disabilities representatives, hospital staff, private citizens and youth groups.

It is the intention of the HRC to continue to build coalition membership to include retailers, civic groups, attorneys, and public defenders respective to each community to advance prevention and the implementation of strategies.

Currently coalition members have assumed responsibilities for the identified strategies proposed in the strategic plan:

- School Resource Officers, the police departments and the Safe and Drug-Free school representatives will assume responsibility for the School-based Social Norms Marketing strategy,
- Solutions For Life will provide staff to complete the Drug Court Addiction Severity Index evaluations,
- The Senior Centers will enhance the Wellderly strategy with their Senior Companions program,
- The Chambers of Commerce will sponsor Workforce Drug-free Policy trainings,
- HRC prevention committee will provide over site of coalition building, community awareness, Responsible Beverage Service training and the Prevention Framework grant.

HRC also possesses a 501(c)(3) tax status and will in the future pursue funding opportunities to advance community prevention.

What are the coalition's vision and mission statements?

"Through the cooperation and coordination of Converse County community

agencies, our mission is to reduce the impact of addictive substances within

our county with education, prevention, treatment and recovery."

Human Resource Council - Prevention

Committee

What is the history and makeup of the coalition?
The Human Resource Council has been in existence for over 20 years serving
the needs of Converse county. The council has an elected chairperson, vice
chair, secretary, treasurer, and prevention, health fair and community
volunteer committees. The council operates according to adopted bylaws and
meets monthly.

Form 4: Consequence & Consumption Areas Limit 2 pages

Describe the alcohol-related consequence and consumption areas your community will be focusing on. Refer to Questions 5 and 9 from the Needs Assessment Workbook.

• Consequence areas could include alcohol-related crime, alcohol-related car crashes, and/or alcohol dependence and abuse.

Converse County will be targeting alcohol-related crime and alcohol dependence and abuse.

Only one juvenile was cited for drinking and driving in 2005 even though up to 37 students reported drinking and driving. Students also reported riding with someone who had been drinking. Converse county alcohol related fatalities and alcohol related crashes are above state averages. Therefore we will focus on alcohol related crime with a court mandated intervention to identify first offenders charged with alcohol and drug related charges with subsequent substance abuse/dependence treatment recommendations.

• Consumption areas could include underage drinking or adult binge drinking.

Converse County will be targeting both underage and adult binge drinking.

One third of students are binge drinking on a regular basis and one half of students are reporting drinking within the past 30 days. Adults report binge drinking that is above state averages with emergency room admissions indicating numerous substance related traumas requiring emergency room care. Consequently we will focus on underage and adult binge drinking with environmental and social marketing strategies.

Form 5: Intervening Variables/Causal Areas Limit 2 pages

Describe the intervening variables/causal areas of substance use in the community.

Community Norms was ranked as #1. Alcohol consumption is considered normal, even necessary by many residents and this attitude contributes to adult alcohol abuse and a permissive attitude regarding underage drinking as well as contributing to the availability of alcohol at gatherings and community events.

Social Availability was ranked as #2. Fifty percent of youth 6th-12th grade report attending gatherings where large amounts of alcohol are available and that adults are supplying them with alcohol. Given these conditions, it is not surprising that 50% of students are reporting alcohol use within the past 30 days.

Individual Factors ranked #3. There is a constellation of high risk factors that contribute to underage alcohol use within the community that must be addressed. In the adult population, including the elderly, there are individual factors present that contribute to heavy alcohol use.

Retail Availability was ranked #4. The number of retail liquor outlets, the number of drive-up windows and the lack of compliance in not selling to juveniles increases the available alcohol to both minors and adults alike.

Promotion was ranked #5. Promotion of alcohol sales is minimally promoted by billboards or newspaper advertising.

Criminal Justice was ranked #6. In the battle against alcohol misuse, Converse has some positives – 90% conviction rates and 95% community support for enforcement of laws curtailing underage alcohol use.

- How did you respond to Question 40 in the Needs Assessment Workbook?
- Why are you focusing on these areas? Justify your reason.

Overwhelmingly, the coalition voted to address community norms with strategies that would change attitudes and engage and utilize the strength of that silent majority who do not support alcohol consumption as a way of life. A social norms campaign was recommended as a means to change youth and adult attitudes towards alcohol misuse. Making changes within the social availability context was also recommended as that would help affect community norms.

It was also recommended that the court system be more actively involved in facilitating treatment options for alcohol crimes to better engage those folks who

ordinarily would not seek treatment. This would also target the individual factors that lead to higher substance use.

Members expressed continued interest in building a more effective coalition and building capacity to enhance prevention efforts within the county.

Form 6: Community Resources Limit 2 pages

Describe the current community resources available to address the targeted substance use issues in the community.

• What were the results of the Community Resource Assessment (Table 51 from the Needs Assessment Workbook)?

Converse County has a diverse resource base with community stakeholders taking responsibility for the initiation of the newly identified prevention framework strategies as well as the community strategies previously identified in the needs assessment.

- (1) Solutions For Life will provide a licensed professional counselor to complete the drug court ordered ASI evaluations on first time substance abuse offenders and assist with Drug-free Workforce trainings.
- (2) The School Resource Officers and the Douglas Police Department will sponsor the school-based social norms marketing strategy. Both officers have multiple years of experience working with youth and the Douglas Police Department has in the past sponsored the annual Alcohol-free Senior graduation party.
- (3) The Douglas and Glenrock Chambers of Commerce will assist in sponsoring the Drug-free Workforce trainings.
- (4) The Douglas and Glenrock Senior Centers will incorporate the Wellderly program into their existing senior support services.

Upon completing the strategic plan more resources were identified in the form of agencies willing to commit manpower, attend meetings, and lend available resources to the endeavor.

Current Resources and Strategies Focusing upon the Misuse of Alcohol by Causal Area

Causal Area	Strategies	Resources			
Retail Availability	Compliance Checks, Keg Registration	Funded by Douglas PD, CC Sheriff's Office, City of Douglas			
Criminal Justice	Youth Residential Placement	Funded by Converse County &Youth Development Services			
	Outpatient Substance Abuse Treatment, DUI School, MIP School	Funded by Solutions For Life, grants, fees			

	Minor In Possession Patrol	Douglas PD, MIP grant
	Victim Impact Panel	Funded by donations & volunteers,
	Victim Advocates, Temporary Family Shelter	Funded by grants, donations, volunteers, CC Coalition Against Violence
Social Availability	Social Hosting Education & Awareness Campaign	Funded by Douglas PD and Solutions For Life
	1 St Ladies Underage Drinking Initiative	Funded by grants, WFLI, Douglas PD, Solutions For Life
Promotion	Senior Send-Off Graduation Party (Alcohol/Tobacco Free Alternative)	Funded by grants, Douglas PD, CCSD#1, donations
Community Norms	Substance Abuse Coalition Building	Funded by grants, Human Resource Council, Converse County Substance Abuse Coalition, Glenrock Prevention Coalition
	Community Health Campaigns	Funded by Memorial Hospital of Converse County
Individual Factors	Alcoholics Anonymous	Funded by Donations
	School Resource Officers & D.A.R.E.	Funded by Douglas PD & Converse Co School Dist #1
	AWANA, The Gathering Place Teen Center – Programs & Activities	Funded by the Baptist Church, The Gathering, donations
	Boy's & Girl's Club of Douglas & Glenrock, Boy's & Girl's Club, 21 st Century After- school, Youth Job Skill training – K-12 grade programs & activities	Funded by grants, donations, fees, volunteers, CCSD#1 &2, CANDO, GPC
	Adult Learning Center – GED age 16-adult	Funded by fees, grants, EWC
	Senior Support Services	Douglas & Glenrock Senior Centers
	Early Childhood Development & parent training, family programs	Funded by CC Child & Development Center, grants, Strengthening Families, MOPS

Form 7: Strategies No page limit

Describe the community-based strategies to be used to address the targeted substance use issues in the community.

- How are the selected strategies appropriate? Justify your selection.
- How will the selected strategies address the consequences, consumption, and intervening variables identified?
- How are the strategies evidence-based? Provide verification that they are indeed evidence-based.

#1 Establishment of a Drug Court in Converse County.

Converse County will be establishing a Drug Court to complement enforcement efforts and to increase the perceived risks and consequences pertaining to substance misuse. The Drug Court will also facilitate identification of adults and juveniles that need treatment for alcohol abuse and dependence. This is an appropriate strategy in that it will target alcohol-related crime and alcohol abuse and dependence for both adults and juveniles as well as individual factors and community norms.

Persons qualified for this program will include all cases involving MIP-alcohol, all DWUI's, drug use/possession/paraphernalia, Domestic Violence, Battery, all juvenile cases, restitution cases and any case in which the court believes would benefit from the program. Prior to sentencing, the defendant will receive an Addiction Severity Index (ASI) evaluation. This evaluation combined with background information will determine treatment recommendations and their subsequent parole status. The defendant will then be monitored by the court and probation as to their completion of court mandated requirements.

"After reviewing 291 Drug Court evaluations, we conclude that drug courts achieve, on average, a statistically significant 10.7 percent reduction in the recidivism rates of program participants relative to treatment-as-usual comparison groups."

Citation: Steve Aos, Marna Miller, and Elizabeth Drake. (2006). Evidence-Based Adult Corrections Programs: What Works and What Does Not. Olympia: Washington State Institute for Public Policy.

#2 Responsible Beverage Service Training

Provide community-based training for alcohol beverage servers and retailers in the

development of policies and procedures to reduce intoxication and driving while

intoxicated. This is an appropriate environmental strategy in that there is strong

evidence that server training and policy interventions are effective in curbing illegal

sales to intoxicated and underage individuals. When these interventions are combined with enforcement activities consumption rates and alcohol related crime

rates should decline as well as limiting social and retail availability. Responsible

Beverage Service Training is rated as an effective practice by SAMHSA.

#3 Workforce Drug-Free Policy Training

Providing no cost trainings to county businesses in the six components of an effective drug-free workplace is an appropriate strategy for addressing individual factors and community norms. Drug-free workplace policies and procedures can be tailored to meet the needs of the business. Business owners will receive training on the five components: Developing drug-free policies, employee drug screenings, employee education, supervisor education, and employee assistance programs. A series of luncheons will be hosted by the Chambers of Commerce to provide training and resources to business owners throughout the next two years. SAMHSA's National Registry of Evidence-based Programs and Practices (NREPP) identifies many well-researched drug-free workplace programs.

#4 School Based Social Norms Marketing

In order to advance prevention efforts in the future and enhance strategies already being utilized, a social norms marketing strategy was determined to be a very necessary component in the proposed strategic plan.

After extensive research, a social norms theory was postulated by Perkins and Berkowitz which reveals a "consistent pattern of misperceptions held by students regarding the norms of alcohol use among their peers. Specifically, students typically thought that the norms for both the frequency and the quantity of drinking among their peers were higher than they actually were, and they generally believed that their peers were more permissive in their personal attitudes about substance use than was in fact the case. Correcting such misperceptions, they suggested, might reduce heavy drinking and related harm." (Perkins and Berkowitz, 1986).

A social norms marketing strategy will be incorporated first, within the school based setting to portray high school student role models as substance-free utilizing a "trading card" marketing tool. The trading cards will be given to elementary students to collect or trade amongst themselves. This activity will also be combined with posters

featuring role models correcting misperceptions held by students regarding the norms of alcohol use among their peers.

These are appropriate strategies to change community norms and have been extensively researched showing evidence to effectively impact attitudes thus changing norms as cited by numerous studies on the National Social Norms Research Center website.

#5 Wellderly Program

This peer-to-peer approach has been effective in educating the often ignored residents of senior housing. A social event is combined with an educational session. There are two simple, consistent messages: "alcohol and other drugs pose special dangers for the elderly and it's never too late to do something about an addiction". The Wellderly program is an appropriate strategy because it fosters awareness of alcohol and drug misuse, reduces the stigma, and provides on-site intervention or referrals for individuals when needed. This program is featured on the National Council on Alcoholism and Drug Dependence website.

#6 Coalition and Capacity Building

Building an active, strong prevention coalition is a proven evidence based strategy to enhance collaborative efforts for the betterment of the community. Human Resource Council will remain as the community council. The focus on year two and three will be to provide as needed trainings for personnel offering prevention strategies, local data collection and dissemination of that data as well as offering a website for launching community based strategies, awareness campaigns and sharing information.

Form 8: Community Readiness & Experience Limit 2 pages

Describe the community's readiness to address the identified issue(s) and strategies.

• How has the community's readiness been assessed?

Converse County's readiness has been assessed informally and varies according to the community and the size of the community. Assessment has been accomplished via informal interviews based on the model provided by the Tri-Ethnic Center for Prevention Research. A more formal survey will be available to all county residents upon establishing a Human Resource Council website in the near future. In particular, the smaller communities will be targeted for their readiness to address substance misuse.

Describe examples of prior community experience, successes, and barriers with this issue.

- What has been tried before?
- What has worked?
- What have been the struggles?
- What is different now?

Douglas and Glenrock, of course lead the county in readiness. In these two municipalities there is a moderate awareness that alcohol misuse is a problem for our county. There are supporting programs that decrease youth risk factors which were initiated in 2003 with the receipt of the 21st Century SIG funding. Douglas and Glenrock also lead the county in organizing coalitions or work groups to address methamphetamine, child abuse, alcohol, etc. issues in the community. Even though Glenrock and Douglas have separate Human Resource Councils, we attempt to approach prevention as a county and attempt more often to coordinate efforts in spite of the fierce rivalry between the two. Douglas has improved in creating a larger more diverse and cohesive work group that addresses prevention issues relevant to the community by incorporating special interest groups into the council.

The 21st Century Community Learning Center (2003-present) and the State

The 21st Century Community Learning Center (2003-present) and the State Incentive Grant (2003-2005) have been the most influential in increasing county readiness to embrace change on substance misuse issues.

Specifically the challenges in our community have been the over sensationalized methamphetamine problem which has detracted from the bigger and more relevant problem of alcohol misuse. Second, the unavailability of county specific data on which to base prevention planning decisions has also been a challenge. A lack of a county-wide long term prevention strategic plan has been a barrier as well as the ever present lack of funding.

Form 9a: Activities & Outcomes No page limit

Describe the coalition's planned activities for Year 1 implementation and Year 2 implementation to address the strategies.

• Include a timeline specific to the coalition's project (see Forms 9b and 9c).

Describe the associated short-term and long-term outcomes expected.

• Short-term: 1-2 years

Within the first two years, it is expected that most of the strategies will be up and operating fairly smoothly with minor adjustments. We expect the community will have an increased awareness of the strategies in place and a better understanding of the causal factors. More important, we expect our task force to have a greater understanding of the beliefs and attitudes regarding alcohol held by county residents and a greater understanding of how to change those norms.

We would expect underage alcohol use to continue in a downward trend as it has since 2003 as measured by the PNA and YRBS. We expect substance abuse treatment admissions to increase. We expect more workplaces to have substance abuse policies established.

• Long-term: 3-5 years

Within 5 years we expect the Human Resource Council to be receiving grant funding to pursue prevention projects related to all facets of health as well as maintaining its membership and core group. We expect to have a county specific database spanning five years and a strategic plan that reflects the needs of the county.

By 2010 we expect a decreased recidivism rate for repeat substance abuse offenders and an increase in their treatment admissions. We expect the 2009 YRBS and the 2010 PNA to indicate a reduction in reported underage binge drinking and 30 day alcohol use. We expect that reported underage drinking and driving will decrease as well.

By 2010 we expect to have alcohol free community events supported by a municipal or county ordinance.

Due to the more effective intervention system developed at the Senior Centers, workplaces, and through Drug Court, we expect to have less emergency room admissions due to alcohol and drug related trauma and more treatment admissions. At this time we expect the reported county adult heavy alcohol use would decrease.

If the county population continues to grow as indicated by the current trend, we expect substance abuse problems could escalate along with the related incidents which is typical of a booming municipality. Therefore as a core group, we expect our prevention efforts would have to increase dramatically. So one of the expectations is to have the foundation and groundwork in place so that if need be we can mobilize the community to action.

Form 9b: Time Line (Year 1) Limit 2 pages

Applicant Agency:

List the key activities, which will be conducted during the year. Be sure to include the anticipated start-up dates for each of the strategies to be funded under this grant. Activities listed are samples. Dates may be changed by the Division.

Activities	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
	07	07	07	08	08	08	08	08	08	08	08	08
Contractual report and												
expenditure report:												
January 2008, April				X			X			X		
2008, July 2008,												
October 2008												
Statewide Prevention												
Framework Meeting												
Community Advisory	X	X	X	X	X	X	X	X	X	X	X	X
Council Meetings												
Drug Court	Х	Х	Х	Х	Х	Х	Х	Х	Х	Х	Х	Χ
Start Up 10/07												
School-based Social			X	X	X	X	X	X				
Norm Marketing												
Workforce Drug-Free		X						X				
Policy Trainings												
Responsible Beverage		X					X					
Service Trainings												
Wellderly Program	X	X	X	Х	Х	X	X	X	X	X	X	X
Start Up 10/07												

Form 9c: Time Line (Year 2) Limit 2 pages

Applicant Agency:

List the key activities, which will be conducted during the year. Be sure to include the anticipated start-up dates for each of the strategies to be funded under this grant. Activities listed are examples. Dates may be changed by the Division.

Activities	Oct 08	Nov 08	Dec 08	Jan 09	Feb 09	Mar 09	Apr 09	May 09	Jun 09	Jul 09	Aug 09	Sep 09
Contractual report and expenditure report: January 2009, April 2009, July 2009, October 2009	Х			X			X			Х		
Statewide Prevention Framework Meeting												
Community Advisory Council Meetings	X	X	X	X	X	X	X	X	X	X	X	X
Drug Court												
School-based Social Norm Marketing	Х	Х	Х	Х	Х	Х	Х	Х				
Drug-free Workforce Policy Trainings	Х			Х								
Responsible Beverage Service Trainings		Х	Х				Х	Х	Х			
Wellderly Program	Х	Х	Х	Х	Х	Х	Х	Х	Х	Х	Х	Х

Form 10: Budget Limit 2 pages

Page 24 contains a sample budget form that will be used for all communities. Also include a detailed budget narrative explaining your proposed expenditures. Please keep all categories the same. Any category not listed may be added.

Personnel Services:

Solutions For Life will provide an employee .50FTE as the Addiction Severity Index Evaluator for Drug Court & a Drug-Free Workforce Trainer.

Salary \$16,233 and Benefits \$2,455 for October 1, 2007 through September 30, 2008.

Supporting Services:

\$250 HRC Website Maintenance

Travel/Training/Meetings:

\$1,500 Travel In-State Mileage, Lodging and Meals \$200 Training Fees \$300 Chamber of Commerce Luncheons for Drug-Free Workforce Trainings

Supplies:

\$200 Training Manuals for Drug-free Workforce Trainings
\$147 Training Materials for Wellderly Program
\$5,000 Role Model Trading Cards for School-based social norm marketing

Contractual Services:

Jane Osborne will remain as the County Prevention Framework Coordinator October 1, 2007 through September 30, 2008. This is a contract position and compensation will be monthly at \$2,678.58 for services rendered for a total of \$32,143.00.

As per agreement with Wyoming Statistical Analysis Center \$3,697.00 will be paid for evaluation services.

As per agreement with WyPTAC \$5,916 will be paid for technical assistance.

Miscellaneous

\$5,917 8% indirect costs to Fiscal & Lead agency Solutions For Life

State Contract Quarterly Invoice for Wyoming SPF SIG

SIGNATURE OF AUTHORIZED OFFICIAL

SUBMIT TO: EXPENDITURES FOR QUARTER AND YEAR Substance Abuse Division Wyoming SPF SIG (Due On 15th of the month for preceding quarter.) 6101 Yellowstone Road - Suite 220 Chevenne WY 82002-0480 Current Month Exp Year to Date Expenditures Budgeted Amount Exp Cost Description PERSONAL SERVICES Salaries & Wages 16,223.00 Employer Paid Benefits 2,455.00 SUPPORTING SERVICES Internet Service 250.00 Telephone/Cell Phone Vehicle Expenses TRAVEL/TRAINING/MEETINGS Travel In-State 1,500.00 Travel Out-of-State Training Fees 200.00 Miscellaneous Meeting Expenses 300.00 **SUPPLIES** Office (Consumable) Postage Training manuals, materials, trading 5,347.00 **EQUIPMENT** Maintenance Rental **GRANTS-IN-AID** PONATIONS-CITY, COUNTY, OTHER INCOME CONTRACTUAL SERVICES Jane Osborne - Coordinator Service 32,143.00 evaluation Statistical Analysis Center -3,697.00 WyPTAC - technical assistance 5,916.00 MISCELLANEOUS COSTS A. Bank Fees B. Indirect Costs - Solutions For Life 5,917.00 TOTAL 73,958.00 LOCAL AGENCY NAME and ADDRESS: Solutions For Life 1841 Madora Ave, Douglas, WY 82633 NAME and TITLE OF REPORTING OFFICIAL: Linda Lake, Business Manager TELEPHONE NUMBER OF LOCAL AGENCY: Phone: 307-358-2846 Fax: 307-358-5329 E-Mail: LLake@wysfl.com I certify that the expenditures reported above have been funded totally with funds awarded by the Wyoming Department of Health.

DATE

Form 11: Community Infrastructure Limit 2 pages

Describe how the project will enhance the community's prevention infrastructure. Describe how it creates or improves upon:

- Coordinated efforts
- Organizational structures
- Planning
- Data systems
- Workforce development
- Evidence-based practices
- Cultural competence
- Evaluation and monitoring
- Sustainability

Converse county prevention groups are becoming more adept at utilizing existing coalitions and councils to enhance their efforts. Whether to request monies, manpower or support, people are getting the message that coordinating efforts is essential. This project will enhance this sense of collaboration that has been building since the 21st Century SIG project. There has been a noticeable increase in collaboration during the needs assessment and strategic planning process for this SIG grant. Lessons learned during the first process can now be improved upon. It is expected that the increased membership of key community stakeholders as suggested by the grant will help develop a county-wide organizational structure for prevention.

This project has educated the HRC as to how important data is in assessing and planning. Funding will allow the county to create its own database and maintain an informational website.

In funding a coordinator, the Prevention Framework has enhanced the community's success by having a skilled employee providing over site which increases the community's ability to complete the project. The funding also enhances the training of community prevention specialists as well as provide more specialized training to activity providers.

By requiring evidence-based practices, the project will enhance the outcomes of those endeavors which greatly improves the chances that the project can be effectively evaluated and monitored. By having an evaluation component, the community can make decisions based on whether a strategy is successful or not. By ensuring that cultural competence is addressed the project will enhance our ability to use appropriate strategies for those groups that are targeted and to be able to better reach and engage that particular target group.

Sustainability means money and manpower. This project is a means to advance our influence over government and private entities to procure additional funding.

Form 12: Cultural Competency Limit 2 pages

Describe how the project will ensure that planned activities and processes are culturally competent?

• What steps and procedures will be implemented?

In order to ensure that the planned activities and processes are culturally competent the following steps and procedures will be implemented:

- (1) Gain input from community members during the development of a strategy and/or a policy.
- (2) Integrate the strategies within the community using communication, customs and values relevant to the target population. For example, messaging for high school students looks and sounds very different from senior citizens.
- (3) Provide cultural competence training for program staff.
- (4) Complete a periodic review of strategies, policies, and practices for cultural competence.

Implementation of these practices will be supervised by the Prevention Framework Coordinator. Even though the major racial group is Caucasian, within the county there are numerous cultural groups with values and customs specific to that group. The tendency to ignore the minority Hispanic and American Indian populations within our county is prevalent and warrants special effort to include these individuals.

How will cultural competency be assessed?
 The cultural competence of our project will be assessed by the following questions:

- (1) Does the council membership reflect the cultural mix of the community?
- (2) Are there clear policy statements in council bylaws that promote and commit to inclusiveness?
- (3) Is there reciprocal communication with the minority communities and cultural communities?
- (4) Is ongoing cultural awareness training provided to council members and those individuals providing SPF services within the community?
- (5) Are council meetings accessible to people with disabilities and language barriers? Are meetings at a time accessible to other people?
- (6) Do printed materials reflect the diverse mix of cultures without targeting a specific group?
- (7) Is demographic data on gender, age, ethnic composition being collected to ensure that these populations are included.
- (8) Is there a "team" approach to leadership?

(9) Is there a firm belief by everyone that becoming a diverse organization is a important as any other goal?
Citation: CASAnet Resources

Form 13: Sustainability Limit 2 pages

Describe how the coalition will ensure that efforts are sustained after the project ends.

The Converse County Human Resource Council will immediately develop a sustainability plan with milestones to include

- (1) gathering and organizing county specific data to provide evidence of outcomes,
- (2) designate a marketing director and develop a slogan and focus to market ongoing

efforts and the benefits of the project to the community as a whole,

- (3) Identify a "champion" who is strategically placed within an organization to advocate effectively for the project,
- (4) apply for funding from diverse sources-federal, state, county and foundation

funding based on the demonstrated need within the community.

(5) Encourage the adoption of strategies into core operations of existing agencies

rather than continuing then as "stand-alone" strategies.

Citation: Reaching A Bend in the Road – Sustaining Safe ad Drug Free Schools and Communities Programs. Published by the Center for Applied Research Solutions for the California Governor's Program SDFSC Technical Assistance Project

These steps appear to be achievable for Converse County in that some of the steps are partially in place. Many agencies have already stepped forward to sponsor a strategy. This was encouraged by the Coordinator and Council due to having success with this step in sustaining 21st Century SIG programs. HRC has a database established and is moving towards having a website for data entry and retrieval. HRC is currently revamping logos, slogans, etc.

It is imperative that the process begun with the 2003 21st Century SIG grant and the 2007 SPF SIG grant be continued due to the anticipated population growth that will impact our county in the near future. Completing the steps to enhance sustainability will also have a positive impact on the current project. It's a win-win.

Form 14: Evaluation

Limit 1 page

Describe how the coalition will evaluate the activities and outcomes of the project. Evaluations will be conducted in collaboration with Prevention Framework evaluators at the Wyoming Survey & Analysis Center (WYSAC).

The Converse County Human Resource Council agrees to work with the Wyoming Statistical Analysis Center on the evaluation of all proposed strategies in the strategic plan for the next two years.